

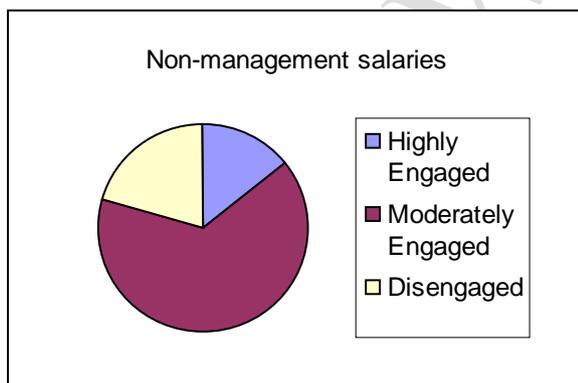
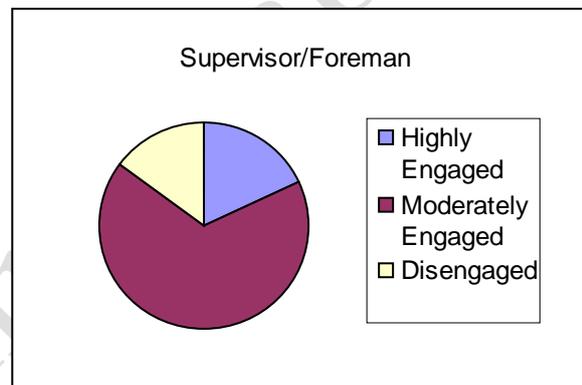
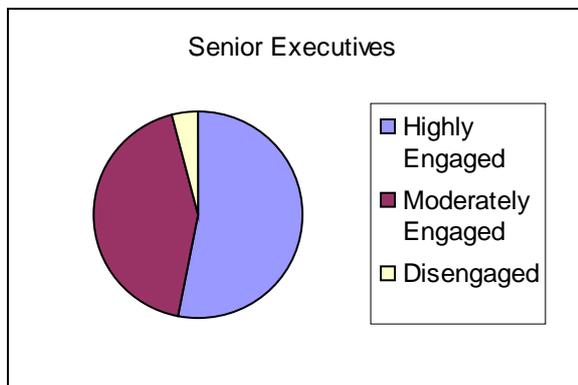
Employee Engagement 2

Employee Engagement: Who is, who isn't, why?

In 2003 Towers Perrin HR Services released its Working Today: Understanding What Drives Employee Engagement Report. This report, completed in April 2003 surveyed 35,000 employees in US companies.

Who is and who isn't engaged?

Employee engagement issues aren't confined to 'the shop floor'. The following figures show that engagement is an issue across the entirety of organisations; from the Senior Executives the factory floor.



The report surveyed how employees rated their companies in terms of the top drivers of employee engagement. The extent of the opportunity for improvement is clearly demonstrated in the size of the mixed and disagreeing scores.

These figures give no cause for complacency and should be sounding alarm bells.

DEFINING ENGAGEMENT: % of Employees	Agreeing	Mixed	Disagreeing
Really care about the future of my company	77	16	7
Proud to work for my company	70	21	9
Sense of personal accomplishment from my job	66	19	15
Would say my company is a good place to work	61	22	17
Company inspires me to do my best work	50	27	22
Understand how my unit/department contributes to company success	88	9	3
Understand how my role relates to company goals & objectives	81	13	6
Am personally motivated to help my company succeed	78	16	6
Am willing to put in a great deal of effort beyond what is normally expected	78	17	5

NB: % may not add to 100 due to rounding
 Source: Towers Perrin HR Services. The 2003 Towers Perrin Talent Report. Working Today: *Understanding What Drives Employee Engagement*

Workplace Attributes and High Engagement

The report identified a “set of workplace attributes that, in combination are critical to high engagement, which are, in order of importance and operational performance across a number of areas”.

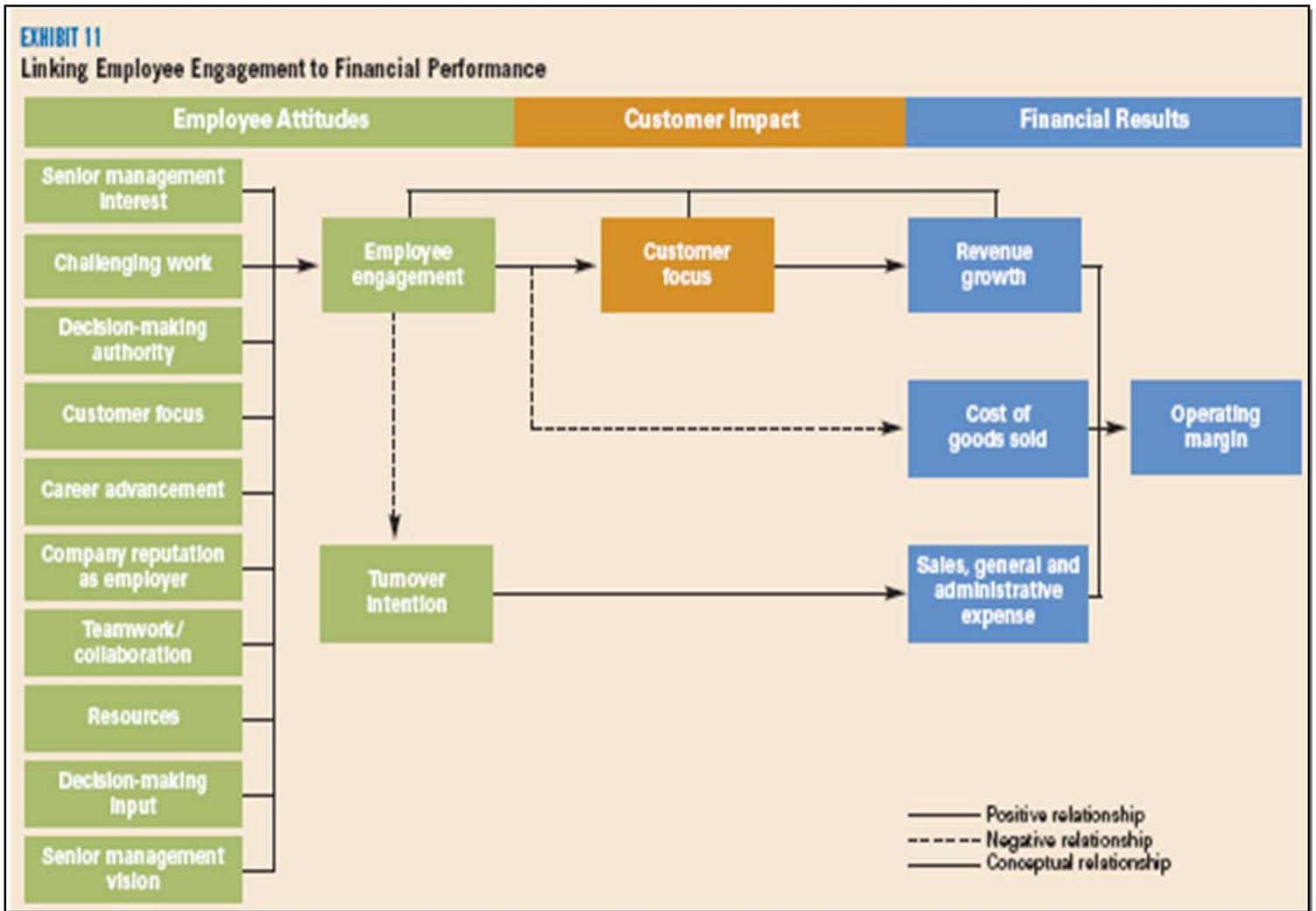
The report provided evidence to confirm that “highly engaged people *do* out-perform others”.

<ul style="list-style-type: none"> ✓ Senior management’s interest in employee’s well-being ✓ Challenging work ✓ Decision making authority ✓ Evidence that the company is focused on customers ✓ Career advancement opportunities ✓ The company’s reputation as a good employer 	<ul style="list-style-type: none"> ✓ A collaborative work environment where people work well in teams ✓ Resources to get the job done ✓ Input on decision making ✓ A clear vision from senior management about future success. <p>These attributes seem obvious. However fully achieving them is difficult. Anything less than 100% starts to factor-in waste.</p>
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Employee Engagement and the Bottom line

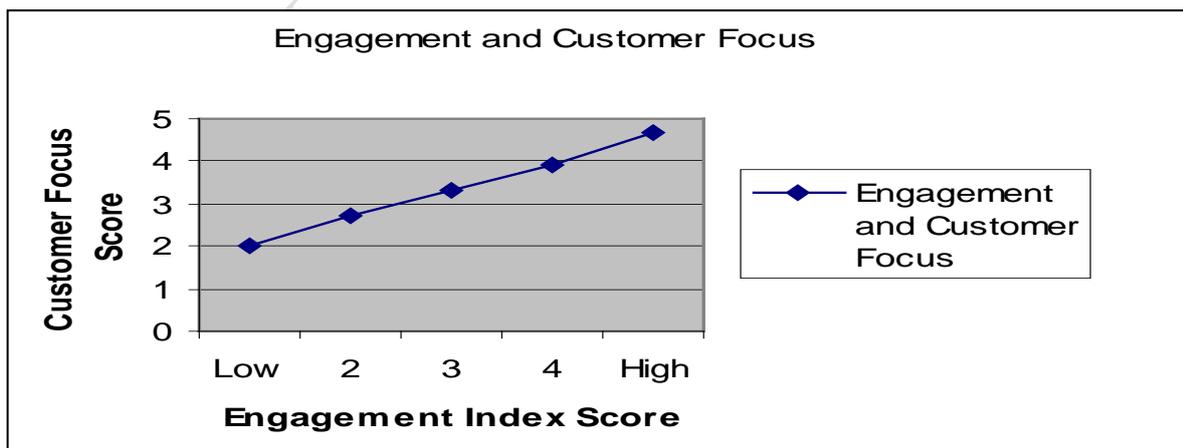
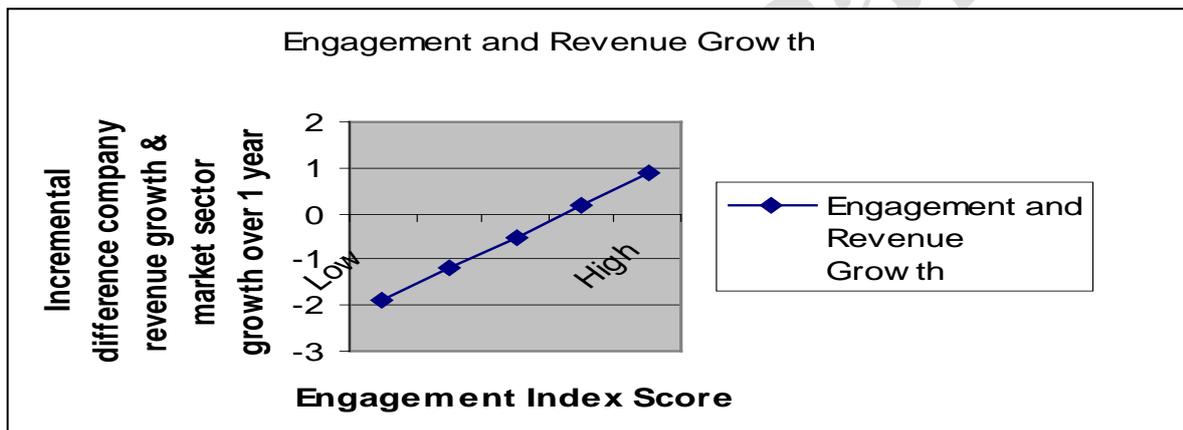
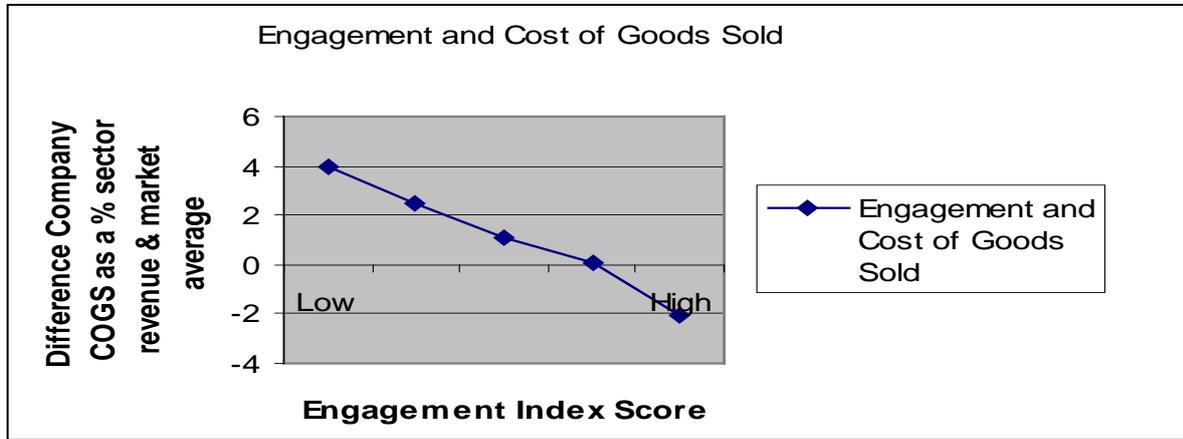
The report found that “There are clear links between our respondents’ level of engagement, their focus on customers, and aspects of their organization’s financial performance.”

The following table taken from the report shows the links between employee engagement and financial performance:



Source: Towers Perrin. The 2003 Towers Perrin Talent Report p18

The following three tables, based on data in the Towers Perrin report illustrate the impact employee engagement has on bottom-line performance.



Because labour costs are already fully incurred, improvements in employee engagement have dramatic bottom line results, without increasing costs.

The College for Adult Learning provides a suite of Human Resource Management and Leadership courses as well as individual coaching models that can help Managers and Supervisors enhance their people management skills.

Contact CAL for more information.

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About **Michael Meere**

Michael is a professional & academic in the field of human resources management (HRM). He is the CEO and founder of *Human Resources Business Partners HRBP* a worldwide business and HRM consultancy focusing on global human resources challenges and solutions. Michael is also a part-time prac-academic (as he likes to refer to think of himself) supporting post graduate HR Masters students in their studies and research projects.

He is known in the field as a speaker and writer on global HR trends and issues and more recently has developed a comprehensive set of HR metrics and measures designed for ease of use by busy HR practitioners. He is the author of over 50 articles and columns and has developed a large range of tools for HR professionals.

Michael is working in partnership with the College for Adult Learning to provide a range of consultancy services and specialised training development options for HRM Practitioners.